



INTERAGENCY CONNECTION

Chair: Natalie V. Saiz, Natalie.V.Saiz@nasa.gov **Executive Director:** LeAnn Jenkins, leann.jenkins@gsa.gov
Strategic Connections resulting in Unique Solutions

Chair's Corner



At the time I am writing this article, the National FEB meeting is quickly approaching. I will represent us by attending and sharing all of our wonderful activities involving the federal community and bringing

information back that I will share in the August newsletter!

In May, we celebrated Public Service Recognition Week with our annual **FEB Awards Ceremony**. With more than 150 in attendance; our ceremony was a great success thanks to the work of the Awards Committee! I appreciate all who attended in support this interagency event! I also want to thank the members of our Executive Policy Council who turn out in support of all of our initiatives.



2019 Houston FEB Award Committee

Our FEB Executive Director, LeAnn Jenkins, will retire the end of this month with more than 42 years of federal service (25+ years in the Oklahoma FEB office and more than 6 years in support of the Houston Federal Community). Her work has made it easy for us to serve in these extra leadership roles, serving the federal community of Houston. She says that it is only because she has had 25 years of practice. During the Awards Ceremony, I presented LeAnn with an acrylic "You Made a Difference"

award in appreciation of her work in support of all our agencies in the Houston area, along with yellow roses of Texas.



If you are interested in seeing photos from this year's Awards ceremony, please send an email to LeAnn.Jenkins@gsa.gov requesting access to the Dropbox folder. With access, you can download photos of your employees for use in your local newsletter; send to HQ with write-ups, etc.

Plan on attending our June 26th **FEB meeting**! There is no charge for the meeting and you can register at: <https://www.eventbrite.com/e/houston-feb-meeting-tickets-60000854170>

We have our **Leadership FEB program** well underway with the largest class we've had so far! I look forward to meeting the participants and seeing the accomplishments of this year's class!

Houston FEB Brochure: I want to thank Julius Keyes for drafting the initial document and LeAnn Jenkins for editing and finalizing with the information from our Strategic Planning session. This document is provided on page 8-9 of this newsletter.

AND...we **have two pre-retirement seminars** scheduled for the Houston area! The registration is on page 11 of this newsletter for your convenience.

Natalie
Natalie V. Saiz, Chair

<i>Inside Story</i>	<i>Pg</i>	<i>Inside Story</i>	<i>Pg</i>
Follow Through	2	Houston FEB	8
Courage vs Conformity	3	Houston FEB –contd	9
HALT states	4	Courage to Lead	10
HALT states (contd)	5	Pre-retirement seminar	11
Procrastination	6	FEB meeting-Jun 26	12

HOW TO GET YOUR TEAM TO STOP DROPPING THE BALL AND FOLLOW-THROUGH

Follow-through is the engine of progress.

Poor follow-through, poor results.

3 dangers of poor follow-through:

1. People don't respect you.
2. Procrastination drains your energy like a dripping faucet.
3. Team performance drops. People end up waiting on others.

7 reasons people don't follow-through:

#1. People stop following through when you don't follow up.

You devalue follow-through you when you don't notice progress. (Yes, people should follow-through without being noticed. So?)

If it's worth bringing up, it's worthy of follow-up.

#2. People don't follow-through when you assign busy work.

I had a boss who assigned "cover your a** work (CYA)." I never did CYA work until she asked to see it.

#3. People don't follow-through because you're a meddling control freak.

Everything must be done YOUR way. But people tend to resist being treated like robots.

#4. People don't follow-through when they are over-booked and stressed-out.

"More for less," eventually becomes a losing strategy.

#5. People don't follow-through because they avoid conflict. Make it easy for team members to bring up awkward issues.

Listen to problems when they're small and easy to solve.

#6. People don't follow-through because you confuse them. Instruction or direction isn't clear.

#7. People don't follow-through when initiative is punished. People wait for you to tell them what to do.



How to handoff so people follow-through:

Peter Bregman* observes that lack of follow-through is the result of poor handoff.

1. Where is this project on your list of priorities?
2. What's the next step?
3. What's the timeline for taking the next step?
4. What do you need to bring up before we end our meeting? Any concerns? Possible issues?
5. Who needs to know about our plan? Who is going to tell them? How?
6. When is our follow-up meeting?
7. How can I help?

<https://leadershipfreak.blog/2019/04/08/how-to-get-your-team-to-stop-dropping-the-ball-and-follow-through/>

Courage vs Conformity

What does courage look like at your work? Is it having a tough conversation with a boss, disciplining an employee for inappropriate behavior, or pushing back in a meeting? Anyone of these situations requires some amount of courage.

Do they happen consistently? If we are honest, probably not.

I'd be willing to bet that in your office there are still conversations waiting to happen on any one of these examples: a tough conversation with a boss, disciplining an employee for inappropriate behavior or pushing back in a meeting.

I believe they don't happen because we conform. We are more concerned with the approval rating of others and blending in rather than taking action on what we know is right. There is some element of fear that prevents us from taking action.

"Speaking from our hearts is what I think of as ordinary courage." --Brene Brown

I believe courageous people get scared, but they choose to ignore their feelings and take action anyway.

Courage = Taking action even though you are scared.

3 Ways To Practice Courage

1: Say "no" more often

Does this scenario sound familiar?

Your boss stops by your office, your swamped with competing priorities and you're trying to leave early for a family function, and your boss asks "Hey, would you mind doing something for me." Without even thinking of your ever-increasing workload or family commitments you respond. "Yeah, sure."

How many times has this happened to you? We consistently take on too much, regret it, and yet repeat the same behavior. We have to remind ourselves that it is ok to say "no" even to our boss. Many of us think that saying "no" is the same as insubordination. If you can't bring yourself to saying "no" at the very least ask for help prioritizing your workload.

"Yes." I can help, and I'm also doing x, y, and z. Where should I fit that into my workload?

A boss that cares about you will put some thought into their answer or ask someone else for help.

2: Ask more questions

"I don't want to feel stupid." "What if she thinks I'm challenging her." These are all the types of thoughts that prevent us from asking questions.

When I teach a one day workshop on productivity strategies and I talk about how seeking clarity is a part of the prioritization process, I give an example of how an employee will work on a project for a week or two and give it to their boss only to discover that it was not necessary or a priority. Poor communication usually has some element of fear and being courageous can be something as simple as asking more questions.

Some managers are notorious for operating with an execution mode brain, where every idea they have, they want to implement it, and you can serve as a filter by asking questions to help give their idea clarity. Twenty minutes of thinking and asking questions can prevent two weeks worth of work.



3: Have more honest conversations

Where do you get frustrated? If we are not honest in our conversations, this is typically where our frustration can live.

For example, You asked an employee to do something, and they give you half of the result you want. Do you typically have that conversation with them or let it go? Most people let it go, and they rationalize it by saying something like "It's not that big of a deal" "I don't want them to hate me."

Not being honest will continuously provide a constant source of frustration.

Another example: If your spouse spends too much on the credit card. You look at it, and you're upset. They ask you, "Is everything ok?" rather than being honest you say something like "Yeah, everything is fine." And when you find yourself in an argument with them a month later, you bring up the credit card. And this only adds more fuel to the argument.

If we continue to hold back in our conversations, we are preventing ourselves from being authentic and having more meaningful relationships.

Practicing small moments of courage will build your muscle and over time you'll find it easier to have a tough conversation with a boss, discipline an employee for inappropriate behavior, or push back in a meeting.

<https://www.ericpapp.com/blog/>

What Are the “HALT” Risk States?

Understanding the Risks of Working on Empty

What's sapping your energy and stalling your performance at work?

Do you ever feel like you're "running on empty" at work?

Maybe you skipped breakfast before working on a big presentation, or you struggled to speak up in a meeting after only a couple of hours' sleep. Perhaps you're emotionally exhausted because you feel like you just don't "fit in."

If so, you've probably encountered the HALT risk states.

HALT stands for Hungry, Angry, Lonely, or Tired. The model was first developed to help addicts in

recovery see when they were most vulnerable to relapse. Since then, it's been useful for other people, too – both in the workplace, and in their personal lives.

This article examines when you need to "call a HALT," and how to act quickly on the warning signs.

What Are the HALT Risk States?

If you keep trying to work when you're hungry, angry, lonely, or tired, your performance will almost certainly suffer. You may harm your physical and mental health, and you're at risk of damaging your relationships. You'll also be more susceptible to [burnout](#).

The word "HALT" is significant. It's a wake-up call to stop what you're doing and think about some key aspects of your well-being – and to change harmful habits.

The four risk states are interrelated. For example, you may have heard the word "hangry" to describe someone who's irritable (or worse) through lack of food. "Slangry" is also starting to appear – describing a person who's grumpy after a bad night's sleep.

But each of the four HALT states can be a serious problem on its own.

How to Spot the HALT Signs

To respond to the HALT risk states, the first step is to recognize them. This means becoming more aware of emotions and behaviors – your own, and those of the people you work with.

Developing your [emotional intelligence](#) can help you to notice when you're feeling isolated within your team, for example, or the times when you've lost your "get up and go." It also lets you spot these feelings in others.



© Getty Images

[Journaling](#) your experiences, thoughts and feelings is a good way to keep track of any potential problems. You can monitor the amount of sleep and exercise you're getting, as well as whether you're eating regularly and healthily. Use your journal to help you spot patterns

of negative feelings or behaviors – and clues about what's causing them!

You can also practice [mindfulness](#), to help you become more self-aware. Mindfulness has been shown to develop emotional intelligence. It's a way of observing your thoughts and feelings without getting "carried away" by them.

If you think a colleague is struggling because of one or more of the HALT states, talk to them, sensitively and in confidence. This might require a [difficult conversation](#), but getting the issue out into the open is the first step toward resolving it.

Dealing With the HALT Risk States

In this section, we'll look at the four HALT risk states in turn, and suggest some practical ways of addressing them.

1. Hunger.

When you're hungry, you're less able to concentrate on your work, and more likely to be distracted. You're probably more tetchy, too!

Eating a good breakfast is important for beating hunger during the rest of the day. According to [research](#), a regular, balanced breakfast helps us to maintain a healthy metabolism.

Another [study](#) shows that people who skip breakfast tend to have poorer diets overall.

Continued on page 5

HALT Risks (cont'd from pg 4)

Try to eat within two hours of waking, and then have something healthy every three or four hours after that. This can help to prevent changes in mood, including outbursts of anger, by keeping your blood sugar level stable.

Eating regularly and healthily also helps you to stop snacking on high-fat, high-sugar foods. These can depress your mood, and they're linked to obesity and other health concerns.

2. Anger.

There are times when anger is absolutely the right response. For example, it's natural to be angry if we're criticized unfairly – and feeling this way can inspire us to take action and to solve problems.

But if you can't control your anger, it can damage your relationships, and cause you and others stress. Research shows that it can even have a [negative effect on your health](#).

Take time to [understand what causes your anger](#), and to work out how to express it in a way that won't damage you or others.

You might find it helpful to keep a record of the things or people that trigger your anger. You can then reflect on whether or not your anger is justified, and take the "heat" out of the situation.

But don't simply suppress your anger. This can lead to [passive-aggressive behavior](#), and it might actually increase your stress – which can cause long-term health problems.

Instead, manage your anger with techniques such as [positive thinking](#) and [guided imagery](#). If you need a physical release, try breathing exercises, or [centering](#).

3. Loneliness.

It's possible to feel isolated and lonely even when you're with other people, including colleagues, family members, and friends. Building [high-quality connections](#) with others is important to your sense of well-being, even if you're not a natural extrovert.

If you feel lonely, let your manager know. They may be able to involve you in projects or activities

that make it easier for you to make connections.

Maybe your daily routine is causing you to retreat into your shell. If so, shake it up a little! Take lunch breaks away from your desk, where you can talk to people from other teams.

Some organizations have [Employee Resource Groups \(ERGs\)](#), where you can share your skills and talents – and meet new people in the process. Take a look at our article, [8 Ways to Beat Loneliness in the Workplace](#), for more great ideas about feeling connected and getting involved.

4. Tiredness.

In high-pressure workplaces, tiredness is often accepted as part of the job. Everyone is [always in a rush](#) and working long hours. You may feel under pressure to do the same.

However, fatigue can have a serious impact on your decision-making, your memory, and your long-term health.

Calling a HALT, and reviewing your sleep and working patterns, is vital when you're tired.

The amount of sleep we need varies with age, but the U.S. [National Sleep Foundation's guidelines](#) recommend between seven and nine hours per night for an adult. If you're getting less, you'll likely need to make changes to your routine to ensure that you get a [good night's sleep](#).

The quality of sleep is also important. The brain only "recharges" properly through Rapid Eye Movement (REM) sleep. This high-quality sleep level can be hampered by drinking alcohol or caffeine-based drinks in the evenings, and by trying to deal with difficult issues late at night.

Screen use – including checking notifications on your tablet or cell – can also have a negative effect on your sleep. It's best to stop using screens an hour or two before you go to bed.

Tip:

Listen to our Book Insight podcast, [Why We Sleep](#), to learn more about the dangers of missing out on good sleep.

<https://www.mindtools.com/pages/article/HALT-risk-states.htm>

O.K. How do we get to the root cause of procrastination?

(follow up article to last month's "Why You Procrastinate")

We must realize that, at its core, procrastination is about emotions, not productivity. The solution doesn't involve downloading a time management app or learning new strategies for self-control. It has to do with managing our emotions in a new way.

"Our brains are always looking for relative rewards. If we have a habit loop around procrastination but we haven't found a better reward, our brain is just going to keep doing it over and over until we give it something better to do," said psychiatrist and neuroscientist Dr. Judson Brewer, Director of Research and Innovation at Brown University's Mindfulness Center.

To rewire any habit, we have to give our brains what Dr. Brewer called the "Bigger Better Offer" or "B.B.O."

In the case of procrastination, we have to find a better reward than avoidance — one that can relieve our challenging feelings in the present moment without causing harm to our future selves. The difficulty with breaking the addiction to procrastination in particular is that there is an infinite number of potential substitute actions that would still be forms of procrastination, Dr. Brewer said. That's why the solution must therefore be internal, and not dependent on anything but ourselves.

One option is to forgive yourself in the moments you procrastinate. In [a 2010 study](#), researchers found that students who were able to forgive themselves for procrastinating when studying for a first exam ended up procrastinating less when studying for their next exam. They concluded that self-forgiveness supported productivity by allowing "the individual to move past their maladaptive behavior and

focus on the upcoming examination without the burden of past acts."

Another tactic is the related practice of [self-compassion](#), which is treating ourselves with kindness and understanding in the face of our mistakes and failures. [In a 2012 study](#) examining the relationship between stress, self-compassion and procrastination, Dr. Sirois found that procrastinators tend to have high stress and low self-compassion, suggesting that self-compassion "provide a buffer against negative reactions to self-relevant events."

In fact, several studies show that self-compassion supports motivation and personal growth. Not only does it [decrease psychological distress](#), which we now know is a primary culprit for procrastination, it also actively [boosts motivation](#), [enhances feelings of self-worth](#) and fosters [positive emotions](#) like optimism, wisdom, curiosity and personal initiative. Best of all, self-compassion doesn't require anything external — just a commitment to meeting your challenges with greater acceptance and kindness rather than rumination and regret.

That may be easier said than done, but try to reframe the task by considering a positive aspect of it. Perhaps you remind yourself of a time you did something similar and it turned out O.K. Or maybe you think about the beneficial outcome of completing the task. What might your boss or partner say when you show them your finished work? How will you feel about yourself?

What are some other, healthier ways to manage the feelings that typically trigger procrastination?

Cultivate curiosity: If you're feeling tempted to procrastinate, bring your attention to the sensations arising in your mind and body.

O.K. How do we get to the root cause of procrastination? (cont'd)

What feelings are eliciting your temptation? Where do you feel them in your body? What do they remind you of? What happens to the thought of procrastinating as you observe it? Does it intensify? Dissipate? Cause other emotions to arise? How are the sensations in your body shifting as you continue to rest your awareness on them?

Consider the next action: This is different than the age-old advice to break up a task you're tempted to avoid into bite-sized chunks. According to Dr. Pychyl, focusing only on the "next action" helps calm our nerves, and it allows for what Dr. Pychyl called "a layer of self-deception." At the start of a given task, you can consider the next action as a mere possibility, as if you were method acting: "What's the next action I'd take on this if I were going to do it, even though I'm not?" Maybe you *would* open your email. Or perhaps you *would* put the date at the top of your document. Don't wait to be in the mood to do a certain task. "Motivation follows action. Get started, and you'll find your motivation follows," Dr. Pychyl said.

Make your temptations more inconvenient: It's still easier to change our circumstances than ourselves, said Gretchen Rubin, author of "Better Than Before: What I Learned About Making and Breaking Habits." According to Ms. Rubin, we can take what we know about procrastination

and "use it to our advantage" by placing obstacles between ourselves and our temptations to induce a certain degree of frustration or anxiety. If you compulsively check social media, delete those apps from your phone or "give yourself a really complicated password with not just five digits, but 12," Ms. Rubin said. By doing this, you're adding friction to the procrastination cycle and making the reward value of your temptation less immediate.

On the other side of the coin, Ms. Rubin also suggested that we make the things we want to do as easy as possible for ourselves. If you want to go to the gym before work but you're not a morning person, sleep in your exercise clothes. "Try to remove every, every, every roadblock," Ms. Rubin said.

Still, procrastination is deeply existential, as it raises questions about individual agency and how we want to spend our time as opposed to how we actually do. But it's also a reminder of our commonality — we're all vulnerable to painful feelings, and most of us just want to be happy with the choices we make.

Now go finish up alphabetizing that spice drawer before it becomes your next procrastination albatross.

<https://www.nytimes.com/2019/03/25/smarter-living/why-you-procrastinate-it-has-nothing-to-do-with-self-control.html>

Houston FEB Handout



Houston Federal Executive Board

OVERVIEW

The Houston Federal Executive Board represents approximately 31,000 Federal employees and 107 agencies in the 22 counties along the upper Texas Gulf Coast area. The Board is made up of agency heads, or their designated representative, all of whom are dedicated to be a constructive, unifying force within the Federal Government, and our community, by providing effective communications and coordination between Federal agencies as well as all levels of government.

The FEB's business lines are Emergency Preparedness, Employee Safety, and Security; Workforce Development and Support; and Strategic Partnerships.

GUIDING PRINCIPLES

- Integrity
- Service
- Excellence

VISION

Serve as a Catalyst for better Government by strengthening coordination of government activities.

MISSION

Increase the effectiveness of Federal Government by strengthening coordination of collaborative Government Activities.



Establishing and maintaining critical communication networks—in the event of local and national emergencies.



Providing targeted training opportunities for federal employees.

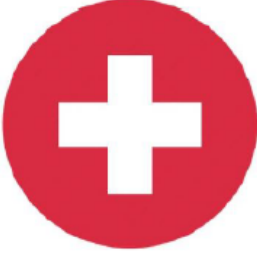








Serving as a hub for cross-agency coordination on local issues.



Recognizing federal employees during Public Service Recognition Week.

Houston FEB Handout (cont'd)

 <p><i>Emergency Preparedness, Employee Safety and Security</i></p> <p>The Houston FEB contributes to emergency preparedness of our Federal communities by serving as the hub for information and coordination; facilitates planning and coordination among Federal agencies; and assures community awareness by providing timely and accurate communication of emergency information.</p>	 <p><i>Workforce Development and Support</i></p> <p>The Houston FEB offers a Leadership program comprised of aspiring federal leaders across government; offers specific training opportunities and learning experiences; and provides cost-effective services to resolve disputes and preserve working relationships through Alternative Dispute Resolution (ADR) programs.</p>	 <p><i>Strategic Partnerships</i></p> <p>Houston FEB members improve communications among Federal agencies within our FEB and strive for greater interagency collaboration to improve the effectiveness of government operations. They serve as Federal Ambassadors for the Combined Federal Campaign, and promote community service by Federal employees.</p>
 <p>GEOGRAPHIC COVERAGE: Houston, TX: Austin, Brazoria, Chambers, Ft. Bend, Galveston, Grimes, Hardin, Harris, Jasper, Jefferson, Liberty, Matagorda, Montgomery, Newton, Orange, Polk, San Jacinto, Tyler, Waller, Walker, Washington and Wharton Counties.</p> <p>GET INVOLVED! Don't sit on the sidelines; this is YOUR FEB. You have an opportunity for your agency to benefit from your involvement and for you to make a greater difference in your local community. You can learn more about our initiatives by visiting the website and/or our Facebook page (listed below).</p> <p>  Julius.keys.civ@mail.mil  https://www.oklahoma.feb.gov/HoustonFEB.html  https://www.facebook.com/HoustonFEB/ </p>		

HOW TO FIND THE COURAGE TO LEAD

There's plenty of boldness in leadership.
But, sadly, there's too little courage.

The greatest courage *isn't* the courage to tell people what to do. It's the courage to tell yourself what to do. It's not the courage to attempt great things. It's the courage to bring your best self to daily challenges and opportunities.

Lack of courage:

The deepest symptom of inauthentic leadership is the need to give advice apart from self-examination.

Cowards love telling people what to do and how to do it.

Leadership-cowardice is smug satisfaction with self, combined with dissatisfaction with others.

Fear fuels enthusiasm to point out faults in others.

A spirit of self-congratulation combined with unwillingness to acknowledge and explore your own faults is a sure indication of fear.

Another symptom of cowardice in leadership is the need to have all the answers. Cowardly leaders hide behind closed doors, avoid contact with people, and need constant affirmation because they don't have all the answers.

The need for affirmation is the last symptom of fear in leadership. Don't get me wrong. Healthy affirmation helps everyone. But the *need* for affirmation prevents you from bringing your best self.

Bravado in the face of criticism is cowardice in disguise. And those who pull back under criticism have lost themselves.



The path to courage:

Warren Bennis captured the challenge when he said, "Becoming a leader is synonymous with becoming

yourself. It is precisely that simple, and it is also that difficult."

No one arrives at courage.

Courage comes in small doses. Each step forward moves you toward courage. But you always face fear again.

Courage is facing self-doubt and stepping forward. There's hope if you acknowledge fear.

All you can do is bring your best self today. And then do the same tomorrow.

<https://leadershipfreak.blog/2019/04/22/how-to-find-the-courage-to-lead/>




Full-Day Pre-Retirement Training Seminars-2019



Be sure you are financially prepared to do all the things you've planned for your retirement!!



- | | |
|---|----------------------------------|
| ➤ Overview of FERS | ➤ Social Security |
| ➤ Survivor Benefit | ➤ Federal Long Term Care Program |
| ➤ Thrift Savings Plan (to include Roth TSP) | ➤ Flexible Spending Accounts |
| ➤ Federal Employee Health & Life Insurance Programs | ➤ Annuity Calculation |
| | ➤ Phased Retirement |

DATES:	Choose below: July 9, 2019 or September 17, 2019
TIME:	8:00 a.m. - 4:00 p.m. (each day) Registration will begin at 7:30 am
LOCATION:	United Way Center, 50 Waugh Drive, Houston
COST:	\$60.00 per employee, spouses are an additional \$30 (must share materials)
INSTRUCTOR:	 Instructor is Robert "Bob" Stadeck, M.A., contracted by First Command Educational Services and paid by the FEB; these sessions are educational <u>ONLY</u> . The instructor holds neither license nor affiliation with any financial products.

We are also inviting our Federal Employee Health Benefit providers to attend.

☐ **Sign me up for the Tuesday, July 9th, 2019 session.**

☐ **Sign me up for the Tuesday, September 17, 2019 session.**

☐ *I am also covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)*

Seating is limited to 100 per session. Once a session is filled, future registrants will be notified and provided the opportunity to be placed on a waiting list for the next Pre-Retirement session.

Payment must be made in advance ☐ Check ☐ Credit Card—Phone #:

NAME(S): _____

Spouses are welcome to register, as well, this form can be used to register both; adjust the registration fee.

AGENCY: _____

Please list your agency, organization and office symbol.

ADDRESS: _____

PHONE: () _____ EMAIL: () _____

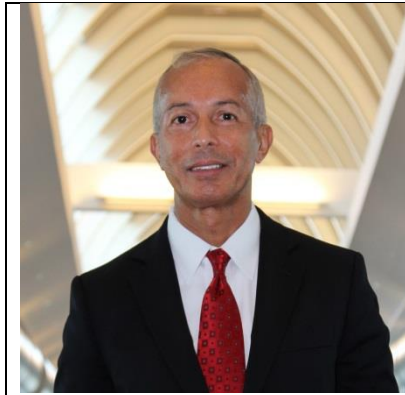
Email to:	julius.i.keys.civ@mail.mil
-----------	----------------------------

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through two weeks prior to the training session. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



HOUSTON FEDERAL EXECUTIVE BOARD FULL BOARD MEETING

Date:	Wednesday, June 26, 2019
Location:	United Way Center, 50 Waugh Drive, Houston
Time:	8:30 a.m.
Cost:	No fee
Who should attend:	Federal Agency Leaders (or designee)
Speaker:	Mario C. Diaz



As *Director of Aviation, Houston Airport System*, Mr. Diaz is responsible for the overall management of the Houston Airport System's three aviation facilities: George Bush Intercontinental Airport (IAH), William P. Hobby Airport (HOU) and Ellington Airport (EFD). He is one of the industry's leading authorities in the study of future developments in commercial aviation.

Since his arrival in Houston in 2010, Diaz led efforts along three broad strategic fronts: establish Bush Airport as the region's long-haul, full service international airport; convert Hobby Airport to a regional international airport of the Americas; and to develop Ellington as the nation's 10th licensed spaceport.

Come hear the State of our Airports in the Houston area and how it may impact your agency.

This is also a perfect opportunity to meet your Federal Executive peers in the Houston area and exchange business cards (so be sure to pack plenty of your cards)!

Please RSVP no later than June 19, 2019

REGISTRATION

Name:	Phone:
Agency:	City:
Email:	

Register:	https://www.eventbrite.com/e/houston-feb-meeting-tickets-60000854170
-----------	---

Cancellation Policy: If you are unable to attend, substitute attendees are authorized and encouraged if within the appropriate management structure!